

**DRAFT**

**THE CORPORATION  
 EALING, HAMMERSMITH AND WEST LONDON COLLEGE**

**Minutes of the Meeting of the Corporation held on 22 November 2017  
 at the Hammersmith Campus**

The meeting began at 6.00 pm with Tony Alderman in the Chair.

**ITEM 1**

**ATTENDANCE, APOLOGIES FOR ABSENCE AND ANNOUNCEMENTS**

**1.1 Present**

Tony Alderman	√	John Jeffcock	X
Adrian Asuquo	√	Cllr Binda Rai	X
Heather Clay	√	Abhi Pandya	√
Julia Clements-Elliott	√	Garry Phillips (Principal & CEO)	√
Joanne Fintzen	√	Sundeep Sangha	√
Michael Heanue	√	Denise Waldron	√

**1.2** Apologies for absence had been received from John Jeffcock and Cllr Binda Rai.

**1.3 In Attendance**

Deborah Ann Aplin (Accommodation Officer)  
 Janet Gardner (Executive Director, Principal)  
 Laurie Morley (Project Director)  
 Urmila Rasan (Executive Director, Finance and Shared Services)  
 Keith Scribbins (Clerk)  
 Ray Shilling (Executive Director, Planning and Business Development)

## 1.4 Welcome

A special welcome was extended to Abhi Pandya, a new student member.

## 1.5 Declarations of Interests

There were no new declarations and existing declarations were continued.

## 1.6 Chair's and Clerk's Announcements

There were no Chair's announcements. The Clerk drew attention to some extra/late papers:

- The Annual Report of the Audit Committee (approved in the afternoon by the Committee)
- Letter (21 November) David Hughes (AoC) to Rt Hon John Hayes MP
- Press cuttings concerning Grenfell 'fight to save further education college'
- Warehouse letting details
- Letter (17 November) Peter Lauener to Principals

## ITEM 2

### **COR 17.91 FTFG 17.25, QTFG 17.25**

### **MINUTES OF THE CORPORATION HELD ON 18 OCTOBER 2017, MINUTES OF THE SEARCH AND DEVELOPMENT COMMITTEE HELD ON 18 OCTOBER 2017, MINUTES OF THE QUALITY TASK AND FINISH GROUP AND FINANCE TASK AND FINISH GROUP HELD ON 1 NOVEMBER 2017**

These Minutes were **APPROVED** as a correct record.

Arising from these Minutes:

- The matters resolved or recommended by the Task Groups were **ENDORSED**.
- The Health and Safety Report and the Safeguarding and Prevent Annual Report (as attached to the Corporation Minutes and considered also by the Task Groups), were **ADOPTED**.

It was **NOTED** that the proposal by the Search and Development Committee to extend Tony Alderman's Corporation membership for a second term of three years (in line with Corporation membership policy) had been approved as a matter of urgency at the last meeting of the Corporation.

The new student governor asked for consideration to be given to the shortage of seating at Acton. Janet Gardner undertook to see that this was done.

Finally, an update was given on steps to engage staff via the staff surveys.

### **ITEM 3**

#### **AC 17.23**

##### **ANNUAL REPORT OF THE AUDIT COMMITTEE**

This report had been considered earlier in the day by the Audit Committee. It had been recommended for adoption by the Corporation and signed by the Chair of the Audit Committee. The report was **ADOPTED** for submission to the funding authorities with the financial statements.

### **ITEM 4**

#### **COR 17.92**

##### **CEO'S REPORT**

The CEO's Report covered the following items:

- The KCC consultation document
- The draft dissolution agreement
- The draft agreement for EHWLC
- The draft transfer agreement
- A note on Wornington Road (including the Fusion Reports)

Discussion covered decant arrangements, the prospect of delay in the merger 'past Christmas' and the need for an urgency procedure (especially over the Christmas period) to finalise the resolutions.

Meanwhile, the Corporation **AGREED** (if the merger occurs) to accept the property, rights and liabilities of the dissolving Corporation (KCC).

They understood that this agreement was vital so that KCC could resolve to dissolve knowing the items listed would be transferred to EHWLC.

The CEO Report also covered TUPE, curriculum and financial integration and strategy integration.

All the attachments to the CEO Report (see 1.6 above) were **NOTED**.

Members felt that the appropriate procedure over the period until the next ordinary Corporation meeting was that the Chair should have powers to approve the latest versions of the resolutions, consulting in writing with Members, if possible.

Meanwhile, it was **RESOLVED**

that: The KCC consultation document, the dissolution agreement and the Wornington Road 'negotiations' be **NOTED**.

that: The EHWLC draft resolution and Transfer Agreement be **APPROVED**.

## **ITEM 5**

### **COR 17.93**

#### **ACCOMMODATION UPDATE**

Laurie Morley gave a confidential report. The confidential report covered the Acton relocation, (see also Task and Finish Group deliberations) the search for an alternative property following the disposal of the Rock and Roll Development to another party and the H and F Gateway project. Members discussed a number of points arising from the reports, including:

- The need for meetings/discussion with the Unions and communications to staff
- Planning issues and delays (especially the possibility of alterations)
- The hope that the Council Leader might make a site visit

Following this discussion and a review of the recommendations in the papers, it was **RESOLVED**

that: The relocation of Acton to the OPCD area be **APPROVED**

that: The search for an alternative property (re Rock and Roll) be undertaken

that: In relation to H and F Gateway Project:

- Option 1 (continue with RIBA Stage 3 at additional cost of £45k within budget)
- Seek a bank temporary facility to manage cash flow if needed
- Continue to market the residential portion
- Note that it is undertaking a GT governance assurance review for later submission to the Corporation.

## ITEM 6

### COR 17.94, 17.95 and 17.96

#### CRITICAL SUCCESS FACTORS

Janet Gardner, Ray Shilling and Urmila Rasan introduced their reports covering the following strategic objectives:

- An Outstanding Learning Experience (CSF 1)
- Effective Strategic Partnerships (CSF 2)
- Effectiveness for Learning (innovation etc) (CSF 3)
- Financial stability (CSF 4)
- Workforce Development (CSF 5)
- Future proofing (CSF 6)

Discussion covered apprenticeship reforms, success rates, sales and related matters, teaching and learning observations and financial health. Strategies to improve attendance and the benefits of advertising for recruitment were discussed in detail.

Following the receipt of the reports and the discussion it was **RESOLVED**

that: A further report on data should be given after the R04 return is finalised

that: Income levels (16-18, apprenticeships etc) be **NOTED**

that: Success rates, the low uptake on the apprenticeship levy and timely success rates be **NOTED** and the action taken be **ENDORSED**.

## **ITEM 7**

### **COR 17.97**

#### **THREE YEAR POST MERGER FORECAST AND COMMENTARY**

This report, introduced by Urmila Rasan, summarised the financial aspects associated with the merger. The report set out objectives and milestones and the application for transition grant. A sensitivity analysis reviewed the impact on surplus. It was understood that the ESFA would accept the draft until after the merger. Salary costs should be attached to the forecast.

#### **Members RESOLVED**

- To **APPROVE** the three year post merger plan
- To **NOTE** the £2.5m set aside (Wornington Road)
- To **NOTE** the abnormal costs in 2017/18

## **ITEM 8**

### **COR 17.98**

#### **LEARNER OUTCOMES DATA**

Janet Gardner reported on this paper which covered targets and outcome data (16/17) in relation to retention and achievement. The data showed improvement and, generally, good achievement.

The Corporation congratulated the students and staff on the outcomes – the overall outcomes remaining good.

In particular the following items were **NOTED**:

- Improved achievement rates overall and 16-18, 19+, apprentices (16-18) performance in particular
- The fall in overall performance in College Apprenticeship achievement.

## **ITEM 9**

### **DATE OF NEXT MEETING**

Subsequently set as 21 December 2017.

**ITEM 10**

**ANY OTHER BUSINESS – CONFIDENTIAL SESSION**

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**Chair's Signature**

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**Date**